

**IMPLEMENTING CHANGE AT THE EAST AFRICAN TEA TRADE
ASSOCIATION: A SURVEY OF THE KENYAN MEMBER'S
PERSPECTIVE**

BY

CHEPKIRUI MERCYLYNATE

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DECLARATION

This research project is my original work and has not been submitted for award of a degree in any other university.

Signed

Date 01/41/ODtt

Chepkirui Mercylunate

D61/73606/2009

This research project has been submitted for examination with my approval as a university supervisor

^ e d . ^ & L -

Dr. Z.B Awino

Date

Lecturer,

Department of Business Administration

School of Business

University of Nairobi

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DEDICATION

This research project is specially dedicated to the Almighty God for giving me good health, strength, resources and people who surrounded me, encouraged me. provided for me and loved me. I am forever grateful.

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ABBREVIATIONS AND ACRONYMS

EATTA	East African Tea Trade Association
ICT	Information Communication Technology
ITG	Independent Tea Growers
KTDA	Kenya Tea Development Agency Limited
KTGA	Kenya Tea Growers Association
NTZDC	Nyayo Tea Zones Development Corporation
TBK	Tea Board of Kenya
TRFK	Tea Research Foundation of Kenya

ABSTRACT

It has become apparent that change in organisations do not always produce desired outcomes and therefore this has led to increased efforts to implement change successfully. This study aims at surveying the Kenyan members* perspectives on implementing change at the East African Tea Trade Association. Literature was reviewed that covered both theoretical and published studies on the need for successful implementation of change and possible challenges in implementing change. Key factors identified by many scholars include leadership of change, organisation culture, organisation power and politics, role of change agents and resistance to change. Implementing change successfully is increasingly seen as an essential part of management that needs proper planning and involvement of stakeholders. An organization such as the East African Tea Trade Association draws membership from eleven African countries with diverse and multi cultural base comprising tea producers, buyers, packers, brokers and warehouses. The study adopted a descriptive survey design with a 30% sample of Kenyan member's population and further used disproportionate stratified sampling method. Structured questionnaires were administered to 40 senior managers of respective companies. Quantitative data was analysed using SPSS and qualitative data using content analysis. The findings of this study demonstrated that members had a clear understanding of the change program, were well informed about the change but were not involved in planning. Further results indicate that most members felt that there was need to change but gradually. They favored change in technology notably electronic transmission of tea catalogues and the new tea payment system. Most members however felt that the organisation resource and characteristic needed to be maintained

was the old auction system as opposed to change towards electronic auction. Notable challenges that members expressed include resistance to change, lack of involvement during planning, inability to align organisation culture and change, organisation power and politics. Members responded to challenges positively with the understanding that change was inevitable. However, some of the members resisted change while others requested for more consultative forums so as to collectively chart the way forward. In conclusion, for successful implementation of change, there is need to inform stakeholders about intended change, the need to involve them during planning, having a clear understanding about the underlying power and politics of an organisation, leading change by communication and involvement and appreciating organisation culture to reduce on delays and resistance to change. Time factor was a limitation to this study and given the its nature, the unwillingness of some respondents to divulge their views on implementation of change.

KEY WORDS: Management of Change, Implementation, Kenyan Members, EATTA

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Successful implementation of change is crucial for every organization not only to realize its goals and objectives but more significantly, its stability. Change is one of the few constants of recorded history (Paton. et al., 2003) and is inevitable in the life of every organization. It refers to the use of systematic methods to ensure that the organization change can be guided in the planned direction, conducted in a cost effective manner and completed within the targeted time frame with the desired results. The approach taken to implement change will be context dependent (Balogun and Hailey, 2008) and different situations in organisations present different challenges.

An organization needs to diagnose its situation when embarking on change. It is vital to understand the fundamentals of managing change, the type of change required, the importance of change, how to lead others through the change process, the variety of contextual and cultural factors that need to be taken into account, the role of change agents and the forces blocking or facilitating change (Johnson et al., 2005). However, for most organizations, implementing change is a risky endeavor (Beer and Nohria, 2000) which often meets challenges and resistance. This is due to the fact that any change within an organisation, involves abandoning the established ways of doing business, in favor of making commitments to a new direction for which the payoffs are not guaranteed (Burnes, 2004). Spector (2010) asserts that organisation leaders however can maximize the likelihood that their implementation efforts will succeed, if they orchestrate

an intervention that moves sequentially through a set of actions, in a manner that integrates theoretical insights into specific interventions. Leading change should be one of the highest and preeminent responsibilities in implementing change. In real life, producing relatively minor changes can require considerable ingenuity and discipline, and planned, systematic and large scale change is the rare exception that proves that changing in major ways is a tremendous challenge.

1.1.1 Management of Change

Management of change is a systematic and structured approach to dealing with change, both from the perspective of an organization and on the individual level. It refers to shifting and transitioning individuals, teams, and organizations from a current state to a desired future state. According to Johnson et al., 2002, management of change is the deliberate and coordinated actions taken to transform an organization to overcome environmental challenges in order to achieve its objectives. Successful management of change requires consideration of number of factors which includes leadership, communication, employee motivation and training and development (Hayes2007). This is due to the fact that gaining a proper understanding of how employees are likely to respond to change is central to managing the change process. During change, there will always be supporters of change and people who have difficulty adapting to change (Blanchard, 1982). It is ideal to narrow the gap between these two groups of people so that change is carried out successfully in an organisation. In real life, producing relatively minor changes can require considerable ingenuity and discipline, and planned, systematic, large-scale change is the rare exception that proves the rulei changing in

major ways is a tremendous challenge. Managing change does not only mitigate business risks but to some extent, prevent them from potential consequence. Since change is a continuous process in the life of an organization, it is vital for managers and leaders to understand the change process, its implementation and how to deal with challenges.

1.1.2 Challenges in Implementing Change

According to Carnall (2007), implementation of change refers to the practice needed for designing and organizing the process of change to be effective. Some scholars portray the change process as a linear progression through successive stages (for example Batten and Bullock, 1985; Kotter, 1996; Lewin, 1947), however, implementation process rarely unfolds in such a simple linear fashion (Amis, Slack, and Hinings, 2004) and therefore presenting a range of challenges.

Challenges inherent in implementing any organisation change include any of the following: the perceived cost of status quo or motivation for change; lack of clarity of vision; lack of readiness for change (Armenakis, Harris, and Field 1999); poor leadership: incompetent change agents, inability to align organisation culture with change and lack of institutionalization of change. Goman (2000) identifies that one of the most notable mistakes that managers make, is the inability to understand the importance of the human aspect in change. A major challenge that leaders face when implementing change is the aspect of risk. Leaders experiment and take risks in dealing with change, and one way of dealing with potential risks and failures of experimentation, is to approach change through incremental steps and small wins. When little victories are build incrementally

on top of each other, leaders build enough confidence in meeting and handling challenges (Kouzes and Posner, 2006). Resistance to change is another challenge that managers face while implementing change and can be in the form of behavioral resistance or systemic resistance. Leaders who attempt organisational change often find themselves unwittingly caught in balancing between systemic and behavioral processes (Senge, 1990).

1.1.3 East African Tea Trade Association

The Tea industry in Kenya has made tremendous contributions to the economy over the years, and supports directly and indirectly about three million people, making tea one of the leading sources of livelihood in the country (Tea Industry Task Force Report. Aug 2007). The Tea Industry Performance Report (Tea Board of Kenya. Jan 2011) revealed that Kenya's export volumes recorded four hundred and forty one million kilograms in 2010 compared to three hundred and forty two million kilograms exported in 2009. It further indicates that the export earnings rose from Kenya shillings, sixty nine billion in 2009 to Kenya shillings, ninety seven billion in 2010. placing the tea commodity, the leading foreign exchange earner for the year. The challenges facing the tea industry have similarly been enormous starting from the tea growing stage at the farms, production, manufacturing, tea trade, marketing, institutional and legal concerns.

The structure of the tea industry in Kenya (Appendix 2) is well organized with the Ministry of Agriculture at the top, as the policy maker. Tea Board of Kenya (TBK) is the regulator, formed under the Tea Act (Cap, 343 of the Laws of Kenya) to oversee smooth and orderly function of the industry through policy guidance, licensing, registration and

tea trade developments. The Tea Research Foundation of Kenya (TRFK), promotes research and investigates issues related to tea and such other crops, and systems of husbandry as are associated with tea in Kenya. The tea producers comprise of the smallholder sub-sector represented by Kenya Tea Development Agency Limited (KTDA) and the Nyayo Tea Zones Development Corporation (NTZDC), and the plantation sub-sector which embodies the Kenya Tea Growers Association (KTGA) and Independent Tea Growers (ITG). The East Africa Tea Trade Association (EATTA) is a voluntary, self regulating association for tea traders in Africa. (Tea Board of Kenya, 2007)

The East Africa Tea Trade Association (EATTA) as an organisation spans over fifty years from its initial origins as a Nairobi based facilitator of tea auctions in 1956. to its relocation to Mombasa in 1969, trading in US Dollars in 1992, opening of the tea trade center in 1998 after the closure of London tea auction and its incorporation to a limited company in 2009 (EATTA Profile, 2009). EATTA brings together tea producers, tea brokers, tea buyers/exporters, tea warehouses and packers, all working to promote the best interest of tea trade in Africa. Currently membership comprises 177 companies (EATTA Membership List, March 2011). Country members of EATTA include Kenya, Uganda, Tanzania, Rwanda. Burundi, Democratic Republic of Congo, Madagascar, Malawi, Mozambique, Zambia and Zimbabwe.

The core functions of EATTA includes organizing and facilitating Mombasa tea auction operations, maintaining discipline in the trade by ensuring compliance with rules and regulations through its constitution, compiling and circulating statistical information.

resolving trade problems affecting members and organizing social and educational programmes for the members (EATTA Profile, 2009). EATTA realized the need to change and transform having been faced with diverse complexities of business, uncertainty, competition, barriers to trade, changing weather conditions and technological challenges.

Notable forces of change according to the Tea Industry Task Force Report. (Aug, 2007) include; low returns to the tea farmer; low yields and related problems, high cost of production; reliance on few traditional export markets; low domestic consumption of tea; dilution of Kenyan tea brand through importation of cheap quality tea; compliance with international standards; changing consumer requirements, impact of bilateral and multilateral trade agreements and influence of Dubai Tea Trade Center. Components of the change program at the EATTA involved change of organisation structure; change in leadership: changes in operational processes -notably tea sampling and distribution; technological changes requiring electronic transmission of tea catalogues and post sale documentation; tea payment system; and electronic trading to replace open outcry auction system.

1.2 Research Problem

Implementation of change is the set of actions taken by organisation leaders to support renewal and achieve outstanding performance. However, these actions can lead to various challenges such as resistance, conflict and resentment by employees or stakeholders involved (Spector, 2010). Recognizing the need for change is a vital first step to

successful implementation, which requires translating that recognition into effective, positive response to change. Organizations never stand still, and although they exist in different forms, structures and sizes, they all face an enormous array of challenges and perhaps the most common to all. is implementing change. Implementation process to a large extent, determines the type of challenges that might be faced, how they can be addressed, thereby leading to the success of change or its failure.

Challenges faced during implementation of change program at the EATTA are characterized by highly diverse views and expectations from different membership categories and countries (EATTA Strategic Review. 2006). Some changes that have been implemented include structural changes; change in leadership; technological changes that led to electronic transmission of tea catalogues and post sale documentation; centralized tea payment system on electronic billboard updating payment details and generating tea release documents, and change of business processes mainly tea sampling and distribution (EATTA, Progress 2010). However, some of the changes have not been realized due to controversial views of the member categories and this has led to slowing down the pace towards achieving the desired change.

Previous studies have been carried out by scholars on challenges in implementing change in Kenya. Gichohi (2007) looked at the challenges of change management at Unga Group Limited and found that although the decision by the Group's board to re-engineer the processes and structures was noble, they overlooked basic fundamentals of organisation culture dynamics. Challenges faced were as a result of top management's failure to

effectively communicate the change process and, the direct role of the change agent without involving staff which led to heightened resistance. Muchui (2006) studied the challenges of managing change after a transition of ownership at Celtel Kenya Limited and established that the change process was planned and managed successfully recording significant milestones in financial performance.

Nyandat (2010) looked at the challenges facing implementation of change among commercial banks and concluded that organisation structure, leadership and lack of commitment by senior management posed challenges during implementation of change. Ocholla (2010) in his study on challenges of strategy implementation at the Kenya Medical Research Institute observed lack of involvement of staff during planning, and autocratic leadership as challenges during implementation. Nabwile (2010) studied implementation of change at the Kenya Broadcasting Corporation and cited the main challenges to be. organisation structure, human resource factors and resistance to change. However, no known study has been carried out on challenges in implementing change program at the EATTA and, hence a gap exists in understanding how these challenges have been managed given the complexity of structure at the tea industry and the diverse membership base drawn from many countries. A survey of the member's perspective in implementing change at the EATTA provides an opportunity to the researcher, in understanding the challenges faced during implementation. The study therefore seeks to answer the following questions; what are the member's perspectives in regard to implementation of change at EATTA? and what are the challenges towards realization of the change?

1.3 Research Objectives

The objectives of the study will seek;

- i.) To determine the Kenyan member's perspective in regard to implementation of change at the East African Tea Trade Association and;
- ii.) To establish the challenges in implementing change program at East African Tea Trade Association and how they are addressed.

1.4 Value of the Study

The findings of this study will be significant to a number of groups and individuals both in management and as EATTA stakeholders by bringing to light the challenges experienced in implementing change program at the EATTA. The findings will determine the extent to which concepts and models of change management are applied in organisations with complex structures to assure successful implementation. It will further determine the challenges faced in implementation and how such challenges are handled by organisations to achieve the desired change.

It will contribute to the existing body of knowledge in validating Kotter's eight step model which suggests a process for successful implementation of change and, similarly endorse the role of Balogun and Hailey's contextual factors in realizing desired change. Such factors include time of change, scope of change, preservation of resources and characteristics, diversity, capability, capacity to lead change, readiness to change and power. Future scholars will also benefit from the study because they will adopt recommendations made, to advance further research in addressing the change.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Organisations, their processes, structures and management have become even more complex due to the increasing turbulence and the propensity to change in the business environment (Thompson and Martin. 2005). An organisation needs to identify where it intends to go and hence manage implementation of such a change program. Although there has not been a consensus regarding a framework for implementing organisational change, there seems to be an agreement on significant issues which are discussed below.

2.2 Concept of Management of Change

Change is readily apparent in every organization but its magnitude and consequences are relatively unknown. Managers in today's organizations face some bewildering challenges in how best to manage change. According to Drucker (1998), identifying, managing and exploiting change scenarios, together with anticipating and managing the transition to a more competitively secure future, are widely recognized corporate success prerequisites to change. Organizations are under siege by a relentless business environment due to its ability to change at exponential rate. As a result, negative realities unveil in form of shrinking market share, increasing customer demands, inefficient obsolete processes and altering workforce due to demographic changes (Cowan, 2005). Managing change should start with understanding the purpose of change which is to attune and align the organization with new realities that are continuously emerging and presenting themselves. Most significantly it should encompass managing the major factors of an organization which includes processes, teams and individuals. Beerel (2009) suggests

that having an adaptive outlook in an organization contributes to successful management and implementation of change and encourages integrity by facing reality of change, wisdom by working with systematic nature of what is happening in the business environment and resilience by willingly and openly embracing change no matter how uncomfortable it might be.

2.3 Need for Successful Implementation of Change

There may be no one best way to implement change, which is effective in all situations, but there are certain important aspects of implementation of change that need to be considered. According to Balogun and Hailey (2008). creating change awareness is the starting point to implementing successful change, and consulting stakeholders is recommended by Carnall (2003). Cameron and Green (2005) propose the need to constantly monitor the environment and performance, while Schein (2004) and Alvesson and Sveningsson (2008) stress the importance of understanding the context and culture.

Balogun and Hailey (2008) developed a change kaleidoscope that aids in implementing change. They stress contextual factors of time, scope, preservation, diversity, capability, capacity, readiness and power as enablers and blockers during implementation. Kotter (1996) recommends regular communication with clarity and effectiveness in sharing the vision while Burnes (2004) points out on the need to support staff through the often emotional and anxious stages of change. Buchanan and Boddy (1992) intimates the crucial role of the change agents and the need for them to be given power, training and support.



2.4 Approaches to Implementing Change

The ability to adapt change is critical and the approach towards implementation should embrace best practices as contributed to by different scholars as discussed to ensure that desired outcome of change is achieved. Change is characterized by how it comes about, which may be planned or emergent approach to change. The approach taken by an organisation determines how implementation of change will be carried on. It must be carefully chosen on the basis of analysis of the situation, and available resources with the ambidextrous organisation able to manage both incremental and transformational change simultaneously and or sequentially (Dunphy et al., 2007). It is also important to consider factors such as context and situation of change, environment, the desired depth of change and speed of change.

Planned approach to change explains the process that brings about change. Burnes (2004) describes planned change as consciously embarked upon, and directed by an organisation as opposed to change which might be forced on an organisation or might come by accident. Lewin (1946) initiated the planned approach to change and proposed that before change and new behavior can be adopted successfully, the previous behavior must be discarded. He further suggested three steps involved in the planned approach to change comprising of unfreezing, moving to the new level and refreezing. Other models for implementing planned change include Bullock and Batten (1985), Kotter's (1996) eight step model and Kanter et al., (1992) ten step model. Although planned change is long established and held to be effective in organisations, Balogun and Hailey (2004) reported a failure rate of around 70% of all change programmes initiated. It may be

suggested that this poor success rate indicates a fundamental lack of a valid and fundamental framework on how to implement and manage change, as what is currently available to academicians and practitioners is a wide range of contradicting and confusing theories and approaches (Burnes 2004).

Emergent approach to change emphasizes that change should not be perceived as series of linear events with a given period of time, but a continuous, open ended process of adaptation to changing circumstances and conditions (Burnes 2004). This approach stresses the unpredictable nature of change, and views it as a process that develops through the relationship of a multitude of variables within the organisation. To implement change successfully, Hayes (2007) intimates that gradual change might be achieved through a process of continuous adjustment with change evolving, and a cumulative effect on work processes and social practices through improvisation and learning.

2.5 Kotter's Eight Steps Model to Implementing Change

According to Kotter (1996), to implement successful change of any magnitude, an organization need to go through the eight stages which he proposed as follows: - establishing a sense of urgency; creating the guiding coalition: developing a vision and strategy; communication the change vision; empowering broad based action; generating short term wins; consolidating gains and producing more change; and anchoring new approaches in culture. The first four phases in the process helps defrost a hardened status quo. Phases five to seven introduce many new practices and the last phase grounds the changes in the corporate culture and helps make the stick. He advises that change

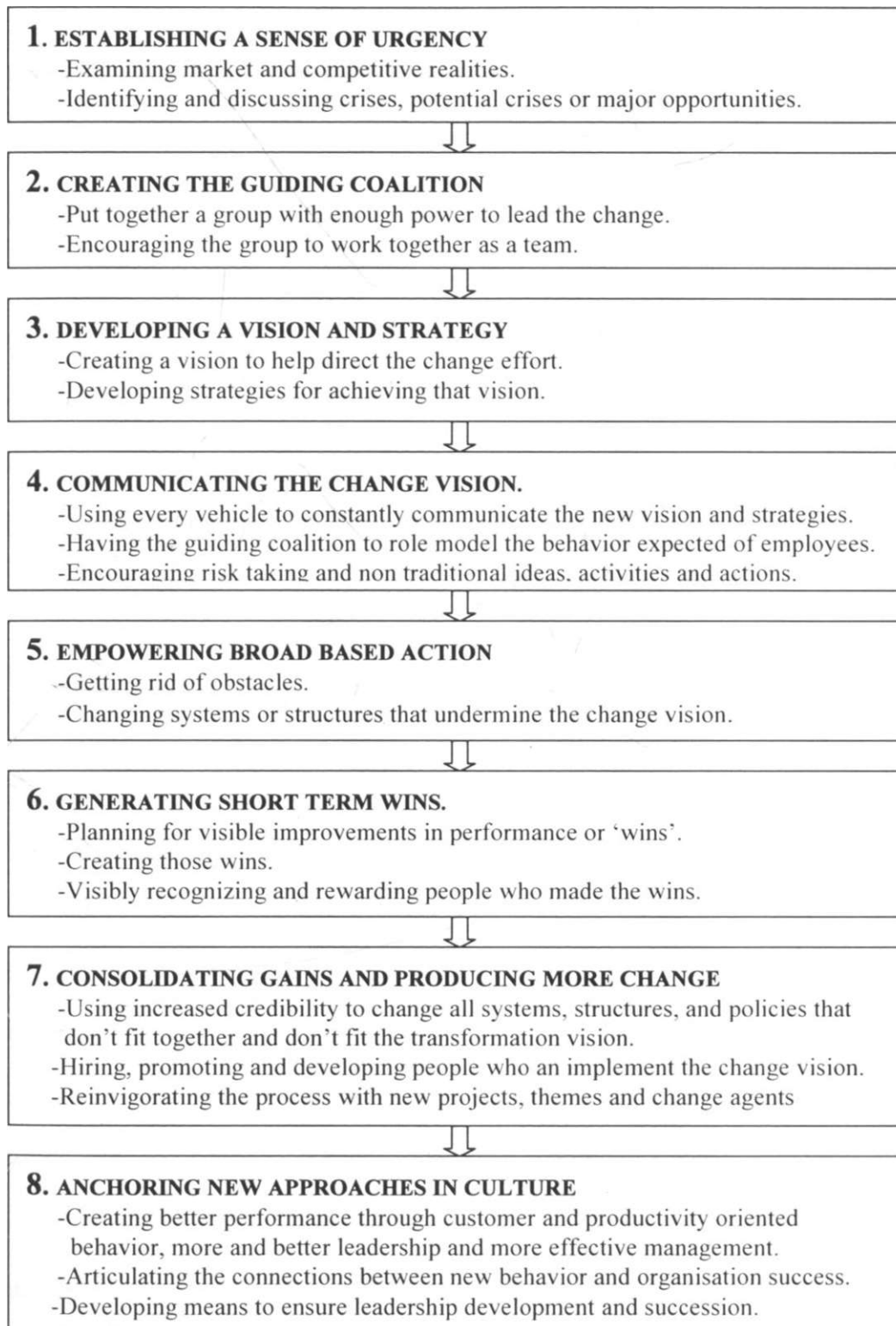


Figure 2.1 Kotter's Eight Stage process of Creating Major Change
(Source: Kotter, P. J (1995), "Leading Change: Why Transformations Fail", *Harvard Business Review*., March-April (1995) pp 59-67.)

processes go through a series of phases that, in total usually require considerable length of time. Skipping steps creates the illusion of speed and never produces a satisfying result. Kotter, (1995) further suggested eight primary reasons that make organizations unsuccessful when implementing change and they include;- Not establishing a great enough sense of urgency; not creating a powerful enough guiding coalition; lacking a vision; under communicating the vision by a factor often; not removing obstacles to the new vision; not systematically planning for and creating short-term wins; declaring victory too soon; and not anchoring changes in the corporation's culture. In his proposition, organizations have at least two opportunities; first, to reduce their errors in design and second, implementation of a successful change process.

2.6 Challenges in Implementing Change

Once the future state of the organisation is understood, it is possible to diagnose barriers which may challenge the process of implementation. Most barriers to change arise from the old organisation culture and organisational stakeholders which need to be explicitly identified and removed (Balogun and Hailey. 2008). Any vision developed of the future will encapsulate new structures, systems and ways of behaving that have to be put in place, but without consideration of existing barriers, it is possible, almost by default to leave old systems and ways of behaving in place which can subsequently be obstructive. Common challenges during implementation of change include leadership of change, organisation culture, organisation power and politics, role of change agents and the most regular one being resistance to change. The challenges are discussed individually as follows:- Leading change is one of the most important responsibilities in leadership, and

organisations need to have strong leaders in order to survive. However, for most organisations, the bigger challenge is leading change. According to Kotter (1996), leadership is a set of processes that creates an organisation in the first place, or adapts them to significantly changing circumstances. Leadership defines how the future looks like and aligns people with vision, and inspires them to make it happen despite obstacles.

Organisations experience challenges in implementing change when leaders cannot lead others to the desired state, are incredible and do not understand the importance of organisation members. Burnes (2004) suggest that leaders need to develop themselves, learn from and admit to mistakes. They need to be aware of, and allow organisational members to make progress through the natural process of human adaptation using apathy, encouraging engagement, energizing staff and reinforcing the change.

One of the most daunting tasks that can be faced by a leader is the challenge of managing organisational culture. Schein (2004) states that culture is both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules and norms that guide and constrain behavior. Organization culture is either seen as the most prominent factor or at least something that has to be taken seriously if one wants to create good conditions for change (Alvesson and Sveningsson, 2008). Leaders must learn to be aware of decipher the culture of the organisation, and groups at the various levels of artifacts, espoused beliefs and values, and basic underlying assumptions.

Challenges of culture are inevitable during implementation of change because at a deeper level, people feel connected as part of the same group, and this unity becomes stronger as the values and rituals coherent to the group becomes more diffused and rooted (Gagliardi, 1986). Trying to change such a culture will take large efforts by the organization in forcing individuals to use new rituals and believe in new values. Leaders need use their influence to ensure that the culture is shaped in such a way that it ensures organisational effectiveness and successful implementation of change.

Understanding the underlying power and politics of an organisation is crucial in implementing change. Involving those whose involvement really matters, and seeking support of power sources and stakeholders (Kanter et al., 1992) goes a long way in anticipating and reducing possible obstacles and challenges in the implementing change. Luthans (2005) describe power as the ability to get things done despite the will and resistance of others or the ability to win political fights and outmaneuver the opposition. Nord (1994), suggests four postulates of power in organizations that help focus on the political realities when implementing change. First, organisations are composed of coalitions that compete with one another for resources, energy and influence; secondly, various coalitions will seek to protect their interests and positions of influence; thirdly, the unique distribution of power itself has dehumanizing effects and finally, the exercise of power within organisations is one very crucial aspect of the exercise of power within the large social system.

Organization politics is equally vital. Political behavior in organisations are those activities that are not required as part of one's formal role in an organisation, but that influence, or attempt to influence, the distribution of advantages and disadvantages within the organisation (Fleming and Senior, 2006). Such activities may facilitate successful implementation of change or provide obstacles in form of resistances.

One of the key foundations in the change process is the role of a consultant acting as a facilitator of change. A change agent or consultant may be an internal agent or an outsider and to a large extent, determine success or challenges during implementation of change. In most instances, an outsider is needed to move the organisation contemplating change to a new position. However, an internal agent may be a member of staff who assist in initiation and implementation of the change process, and are deemed crucial in minimizing resistance to change. The role of a change agent is temporary and must be seen to offer continuity, in interpreting the consequences for change made as per their recommendations.

According to Paton. et al. (2003), the change agent assists in working out the meaning of change for the organisation in terms of practices, procedures and resultant design. He or she ought to be aware of the following criteria; firstly, work with the client organisation to verify and define the problem; secondly, develop and nurture the relationship between the client organization and the change agent; thirdly, focus on helping the organization to discover and implement solutions to problems; fourthly, utilize his or her expertise in diagnosis and facilitating the process of change in steering the organisation through.

Resistance to change can develop at any level of the organisation and since change is an emotional process, resistance should be expected and seen as natural. According to Ansoff (1990) resistance to change refers to a multifaceted phenomenon, which introduces unanticipated delays, costs and instabilities in the process of change. Attitudes towards change may result from a complex interplay of emotions which makes individuals react to change differently. Challenges in implementing organisational change may exist in form of behavioral resistance or systematic resistance.

Balogun and Hailey (2008) identify a number of models, lists and categories of reasons why individuals are likely to resist change. Behavioral resistance may be due to the following: self interest and politics which refer to issues to do with personal loss and cost of undertaking personal change. Psychological reasons such as fear of the unknown, fear of failure, concerns about ability to develop needed skills or low ability to cope with change; emotional reasons such as lack of energy and motivation: change approach including lack of participation, involvement and communication: recipient perceptions which have to do with lack of understanding about why change is needed and its implications; cultural bias involving the entrenched ways of thinking, attitudes and habits; and historical organisation factors. Systematic resistance occurs due to the incompetence of management's capacity, people's knowledge and skills (Johnson and Scholes, 2004).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter describes the methodology that was used to carry out the study. It covers the proposed research design, the target population, sample design, data collection methods and data analysis that were used during this study.

3.2. Research Design

A cross sectional survey was used to carry out this study. The design was descriptive in nature to provide an opportunity to the researcher to generate detailed information regarding Kenyan member's perspectives and challenges in implementing change at EATTA. Descriptive survey design is concerned with describing, recording, analyzing, reporting conditions that exist or existed (Kothari, 1985). Engelhart (1972) observes that descriptive methods are widely used to obtain data useful in evaluating present practices and in providing basis for drawing conclusions in a study. Situma (2006) successfully employed descriptive survey technique in his study.

3.3. Target Population

Membership of EATTA extends to eleven tea producing countries in Africa which includes Kenya, Uganda, Tanzania, Rwanda, Burundi, Democratic Republic of Congo, Malawi, Madagascar, Mozambique, Zambia and Zimbabwe (EATTA Membership List, March 2011). The study however, was limited to 138 Kenyan member companies to establish their perspectives in implementing change at EATTA, the challenges faced during implementation and how they have been addressed. The member categories comprise of 18 producers, 92 buyers/packers, 11 brokers and 17 warehouses.

3.4. Sample Design

Disproportionate stratified sampling was used based on the four categories of EATTA membership representing producers, buyers/packers, brokers and warehouses. This was considered appropriate since the stratum sizes of EATTA membership categories differ greatly (Kalton, 1983). This was further to represent smaller member categories and similarly increase precision of the key survey estimates. Disproportionate stratified samples were calculated using the standard deviation based on tea volumes of each category as shown in (Appendix 4).

EATTA Kenyan members were arranged alphabetically in each stratum, and members to be included in the study were selected using simple random technique to ensure that all members in the population stood equal chances of being included in the study.

Table 3.1: Sample Distribution by EATTA Kenyan Membership Category

Strata	Population Frequency	Standard Deviation	Sample Size
Producers	18	790.290	14
Buyers/Packers	92	751,250	13
Brokers	11	93,281	2
Warehouses	17	676,645	12
TOTAL	138	2,311,466	40

Mugenda and Mugenda (2003) suggest that a representative sample is one that is at least 10% of the target population. However, a sample of 30% was used which translated to a sample size of 40 EATTA Kenyan members. Mirara (2010), Odudoh (2010) and Wairimu (2008) successfully used similar sample sizes.

3.5. Data Collection

Data was collected from 40 EATTA Kenya member companies representing the different member categories as shown in (Table 3.1). The names and addresses of the respective companies were obtained from the EATTA office, Mombasa. Data collection instruments used were structured questionnaires developed by the researcher and were divided into three parts. The first part sought general information of the respondents, the next part obtained information on EATTA Kenyan member's perspectives in implementing change and the final part sought to establish member's challenges in implementing change. Closed ended questions were used to produce data which was analyzed quantitatively while open ended questions provided respondents with flexibility to qualify their perspectives and challenges in implementing change at the EATTA.

The structured questionnaires were administered personally by the researcher to senior managers of the 40 member companies under this study. This was considered useful so as to avail an opportunity to probe and interact with respondents appropriately and to give in-depth information relevant to this study. The researcher employed "drop and pick" method, direct mail and telephone calls to enhance response rate. Cooper and Emory (1995) suggest that such an approach improves response rate and ultimate outcome.

3.6. Data Analysis

Data was collected through questionnaires and researcher classified raw data into some purposeful and useable categories. Questionnaire data were edited to improve the quality of the data for coding and similarly, to ensure that all questions have been answered and with no blank spaces. Coding was done to enable data to be counted, tabulated, and analyzed using descriptive statistics. Data was presented in frequency tables and charts.

Using percentages and frequency distribution, the challenges faced by EATTA Kenyan members during implementation of change were identified and ranked. The Likert scale was used to measure the respondent's perspectives which were analyzed through the mean and the standard deviation. Content analysis was used to analyse qualitative data on EATTA Kenyan member's perspectives on implementation of change. The key words mentioned on the open ended questions in the questionnaire were considered as reflecting the views of the members.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Introduction

This chapter gives a detailed analysis of data collected, the findings and interpretation of results. The questionnaires were administered and collected by the researcher between 18th July 2011 and 3rd August 2011. The objective of this study was to determine the Kenyan member's perspective in regard to implementation of change at the East African Tea Trade Association, to establish the challenges in implementing change program and how they were addressed. The questionnaires were designed in three parts, the first part sought data on general information, second part on members perspectives and third part challenges on implementing change and possible solutions. The findings are presented in tables, bar graphs and in narrative form .Quantitative data will be presented and analyzed using SPSS and qualitative data using content analysis.

4.2. General Information

Forty questionnaires were administered to tea producers, buyers/packers, brokers and warehouses out of which 33 responded. This represented 82.5% response rate of the population sample for this study. The response per member category showed that all the buyers/packer members and brokers responded to the questionnaires. Producers and warehouse members had 57% and 83% response rates respectively. The analysis is presented through the bar chart as follows:-

Table 4.1: Response Rate of EATTA Kenyan Members

Member Category	Frequency	Percentage
Producer	8	24.2
Buyer/Packer	13	39.4
Broker	2	6.1
Warehouse	10	30.3
Total	33	100.0

14

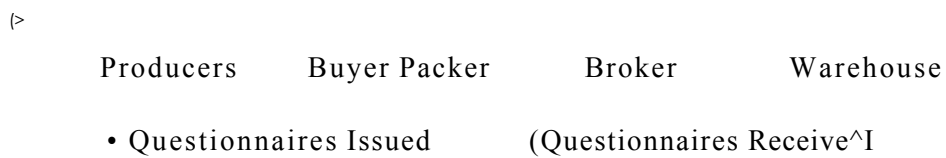


Figure 4.1: Response Rate per Member Category

Period of membership at the East African Tea trade association was surveyed to establish an average period for members. It was established that most companies have been members of the East African Tea Trade Association for at least 16 years with approximately 30% of the firms being below 15 years as members.

Table 4.2: Period of Membership at the EATTA

Period of Membership	Frequency	Percentage
Less than 5 years	1	3.0
6-10 years	6	18.2
11-15 years	3	9.1
16-20 years	10	30.3
Over 21 years	13	39.4
Total	33	100.0

Members were asked to describe the nature of their firms and the response indicated that most of the members were local firms. Foreign company and subsidiary were represented by one each, of the population sample. The findings revealed that seven companies were multinational. The results are presented as follows:

Table 4.3: Description of the EATTA Members Firms

Description of Firm	Frequency	Percentage
Local Firm	24	72.7
Foreign Company	1	3.0
Multinational	7	21.2
Subsidiary	1	3.0
Total	33	100.0

4.3. Member's Perspectives on Implementing Change

East African Tea Trade Association Kenya members were asked to provide their perspective about implementing the change program. This was done to determine clarity of the change program to the members, level of awareness of the change, involvement in initial planning of change and perspective about their satisfaction with regard to implementation. The findings showed that majority of the members had a clear understanding about the change program. However, most of them were not involved in the initial planning of change. The mean and standard deviation for each perspective is given in the following frequency table.

Table 4.4: EATTA Kenyan Members Perspective on Implementing Change.

Members Perspectives	Mean	Standard Deviation
Clarity of Change Program at EATTA	3.30	0.88
Level of Awareness of Change Program	2.90	0.77
Involvement in Initial Planning	2.76	1.23
Perspective about Change Program Implementation	2.79	0.99
Extent to which Change Affected Business	3.00	1.17

4.3.1 Clarity of Change Program

Respondents were asked how they would describe their understanding of the change program. Results revealed that 42.4% of the members had a clear understanding of EATTA change program with only 3% who felt the change program was not clear.

Table 4.5: Clarity of Change Program to EATTA Kenyan Members.

Response	Frequency	Percentage
Not Clear	1	3.0
Least Clear	4	12.1
Clear	14	42.4
Fairly Clear	12	36.4
Highly Clear	2	6.1
Total	33	100.0

4.3.2 Level of Awareness of Change Program

The respondents were asked if their firms were adequately informed about the change program at EATTA and 51.5% were informed about EATTA change program with only 3% being highly informed. The results are summarized as follows:

Table 4.6: Awareness of the Change Program by EATTA Kenyan Members

Response	Frequency	Percentage
Least Informed	10	30.3
Informed	17	51.5
Fairly Informed	5	15.2
Highly Informed	1	3.0
Total	33	100.0

4.3.3 Involvement in Initial Planning

The respondents were asked if their firms were involved at initial planning of the Change program at EATTA. The results summarized below showed that 30% of the members were involved at initial planning of EATTA change program with only 9% being highly involved.

Table 4.7: Involvement at Initial Planning of Change Program

Response	Frequency	Percentage
Not Involved	6	18.2
Least Involved	8	24.2
Involved	10	30.3
Fairly Involved	6	18.2
Highly Involved	3	9.1
Total	33	100.0

4.3.4 Extent to which Change Affected Business

The respondents were asked the extent to which the change had affected their businesses and the results summarized indicated that 30% of the members felt that change at the EATTA affected their business while 9% felt highly affected by the change.

Table 4.8: Extent to which Change affected Businesses

Response	Frequency	Percentage
Not Affected	4	12.1
Least Affected	7	21.2
Affected	10	30.3
Fairly Affected	9	27.3
Highly Affected	3	9.1
Total	33	100.0

4.3.5 Perspectives about Implementation of Change

The respondents were asked about their perspective on how that change program had been implemented and the results are summarized below. 36.4% of the members felt that they are satisfied with how change at the EATTA has been implemented whereas another 36.4 % felt least satisfied.

Table 4.9: Satisfaction of Members on Implementation of Change.

Response	Frequency	Percentage
Not Satisfied	2	6.1
Least Satisfied	12	36.4
Satisfied	12	36.4
Fairly Satisfied	5	15.2
Highly Satisfied	2	6.1
Total	33	100.0

4.4. Member's Views in the Context of EATTA Change Program

Balogun and Hailey's (2008) Change kaleidoscope was used further to establish EATTA Kenyan member's perspective on implementation of change and the results are as follows:-

4.4.1 Need for Change

Respondents were asked if there was need to change and 91% of the respondents agreed that there was need to change and 9% felt there was no need to change. Majority of members identified factors such as competition in world tea markets, growth in technology and need to align EATTA strategy to external business environment as essential reasons to change. The results of the members are analysed below:-



Figure 4.2: Members Response on the Need for Change

4.4.2 Degree of Change Needed

Approximately half of the respondents felt that major changes were needed for EATTA to move forward. Change in information communication technology (ICT) was commonly mentioned by members as desirable. Other changes included organisation change, leadership and strategy.

The other half of EATTA Kenyan members however felt that change needed to be minimal and gradual. These members advocated for partial change for the sake of smooth transition and expressed the need to involve members during planning and implementation of change.

4.4.3 Resources and Characteristics to be maintained

Members were asked to identify organisational resources and characteristics that needed to be preserved during change. Common themes that were evidently brought out by the members were preservation of old auction model as opposed to electronic auction. Most members also expressed their views on representation and involvement in matters that affect them. Other respondents cited organisation structure as a resource and characteristic that should have been maintained. Such members expressed their preference that East African Tea Trade Association should have remained as a member's association with a stronger secretariat as opposed to new structure headed by a managing director.

4.4.4 Harmony within Member's Category

Respondents were asked how harmonized the members of their category were. The member categories comprise tea producers, tea buyers/packers, tea brokers and tea warehouses. Approximately half of the respondents felt that members of their category are harmonized. This was brought out strongly by producer and broker members. The other half of the respondents felt that their member categories were not harmonized particularly buyer/packer members and warehouses. This is due to competition, and decision making which some respondents felt was not all inclusive.

4.4.5 Managerial Capacity to Implement Change

Members were asked their views on the managerial capacity at EATTA to implement change. Some respondents felt that EATTA has the capacity to manage change since the restructuring of the organisation and hiring of new staff and also due to the fact that the management possesses diverse skills and knowledge. Other respondents however felt that EATTA lacks the capacity to implement change. This is because the management at EATTA lacks sufficient mandate from the members. Some respondents further expressed dissatisfaction in the way issues are handled, the poor attention given to member's problems and the fact that management takes sides when addressing issues.

4.4.6 Change Resources

Members were asked which change resources were availed to them during implementation of change. Majority of the members cited training facilities as

common resource available to them. This was availed through ICT training on preparation and sending of electronic catalogues, training on new tea payment system and consultative meetings on new sampling processes. Other respondents identified skilled change agents and financial resources as useful resources availed to them during implementation of change.

4.4.7 Readiness for Change

Respondents were asked how ready they were for the change and most of them believed they were ready for change. They were however specific that change needed to be gradual. Some respondents indicated that they were not ready for change since they were not involved while others were simply reluctant and unwilling. Such respondents felt there was no clear road map, and therefore needed more time to change and needed to be involved in change.

4.4.8 Power of Change Leader to Impose Change

Members were asked their views on what power the change leader has to impose change and some respondents felt that the change leader does not have much power to impose change except through the constitution of EATTE and resolution of the members. Other respondents however felt that the change leader has considerable power and can influence major decisions by using few individuals through committees and at the annual general meeting.

4.5. Components of EATTA Change Program

Respondents were asked to identify components of EATTA change program that they found useful and majority of members felt that change in technology was highly useful while electronic auction was stated as least useful. The results were as follows:-

Table 4.10: Components of EATTA Change program

Change component	Mean
Change in Organisation Structure	3.4848
Change in Leadership	3.3636
Change in Sampling Processes	3.0606
Change in Technology -e catalogues	4.3030
Change in Tea Payment System	3.6970
Electronic Auction	2.7576

4.5.1 Change in Organisation Structure

The respondents were asked if change in organisation structure was useful change and 81% of the respondents agreed it was useful. The results are summarized as follows:

Table 4.11: Members Perspective about Change in Organisation Structure

Response	Frequency	Percentage
Not Useful	4	12.1
Least Useful	2	6.1
Useful	9	27.3
Fairly Useful	10	30.3
Highly Useful	8	24.2
Total	33	100.0

4.5.2 Change in Leadership

Members were asked if change in leadership at EATTA was useful change and approximately 82% of the respondents agreed it was useful, fairly useful and highly useful. The results are summarized as follows:

Table 4.12: Members Perspective about Change in Leadership

Response	Frequency	Percentage
Not Useful	3	9.1
Least Useful	3	9.1
Useful	13	39.4
Fairly Useful	7	21.2
Highly Useful	7	21.2
Total	33	100.0

It was further established that there was a 61% correlation between change in organisation structure and leadership. Members who felt that change in organisation structure was valuable similarly considered change in leadership as useful change. The results are shown in the table below:-

Table 4.13: Correlation between Change in Organisation Structure and Change in Leadership.

Component of Change		Change in Organisation Structure	Change in Leadership
Change in Organisation Structure	Pearson Correlation	1	.618**
	Sig. (2-tailed)		.000
	N	33	33
Change in Leadership	Pearson Correlation	.618**	1
	Sig. (2-tailed)	.000	
	N	33	33

4.5.3 Change in Sampling Processes

The respondents were asked if change in sampling processes was useful change and 70% of the respondents agreed it was useful while 21% of respondents felt it was not useful. The results are summarized as follows:

Table 4.14: Members Perspective about Change in Sampling Processes

Response	Frequency	Percentage
Not Useful	7	21.2
Least Useful	3	9.1
Useful	10	30.3
Fairly Useful	7	21.2
Highly Useful	6	18.2
Total	33	100.0

4.5.4 Change in Technology

Respondents were asked if change in technology which led to electronic generation and transmission of tea sale catalogues was useful change and 94% of respondents agreed it was useful out of which 60% felt it was highly useful. Only 3% of the respondents felt the change was not useful. The results are summarized above.

Table 4.15: Members Perspective about Change in Technology

Response	Frequency	Percentage
Not Useful	1	3.0
Least Useful	1	3.0
Useful	5	15.2
Fairly Useful	6	18.2
Highly Useful	20	60.6
Total	33	100.0

4.5.5 Change in Tea Payment System

Respondents were asked if change in tea payment system which led to electronic transfer of funds and generation of tea release documents from the bank, was useful change and 76% of the respondents agreed it was useful out of which 45% felt it was highly useful. However, 18% of the respondents felt that change in tea payment system was not useful. The results are summarized as follows:

Table 4.16: Members Perspective about Change in Tea Payment System

Response	Frequency	Percentage
Not Useful	6	18.2
Least Useful	2	6.1
Useful	3	9.1
Fairly Useful	7	21.2
Highly Useful	15	45.5
Total	33	100.0

4.5.6 Change to Electronic Auction System

Respondents were asked if change to electronic auction from current outcry auction system was useful change and 27% of the respondents felt it was highly useful. However, 39% of the respondents felt that change to electronic auction system was not useful. The results are summarized as follows:

Table 4.17: Members Perspective about Change to Electronic Auction

Response	Frequency	Percentage
Not Useful	13	39.4
Least Useful	3	9.1
Useful	5	15.2
Fairly Useful	3	9.1
Highly Useful	9	27.3
Total	33	100.0

Results further revealed that there was a 64% correlation between change in tea payment system and change to electronic auction system. Members who felt that change in tea payment system structure was beneficial similarly considered change to electronic auction as useful change.

Table 4.18: Correlation between Change in Tea Payment System and Electronic Auction.

Component of Change		Change in Tea payment System	Electronic Auction
Change in Tea Payment System	Pearson Correlation	1	.636"
	Sig. (2-tailed)		.000
	N	33	33
Electronic Auction	Pearson Correlation	.636"	1
	Sig. (2-tailed)	.000	
	N	33	33

4.6. Challenges in Implementing Change at EATTA

EATTA Kenyan Members were asked to identify the challenges they encountered during implementation of change. Majority of members who responded felt that resistance to change was a challenge. Other notable challenges include lack of involvement in planning, inability to align organisation culture and change, inadequate communication about the change, lack of clarity in the change program and organisation power and politics. The mean statistics for the challenges faced by EATTA Kenyan members during implementation is analyzed in the table below.

Table 4.19: Challenge in Implementing Change

Response	Mean
Resistance to Change	3.5758
Lack of Involvement in Planning	3.2727
Inability to align Organisation Culture and Change	3.2727
Inadequate Communication about the Change	3.2121
Lack of Clarity in the Change Program	3.0909
Organisation Power and Politics	3.0303
Change of Processes	2.8788
Poor Leadership of Change	2.697
New Organisation Structure	2.6364
Incompetent Change Agents	2.6364

4.7. Members Response to Challenges and Possible Solutions

Respondents were asked how they responded to the challenges above and most of them felt that they responded positively. Others however expressed their views through the respective sub category associations namely the Tea Producers Association, Tea Buyers Association, Tea Brokers Association and Tea Warehouse Association. Few members requested for strategy review and further consultative forums. Others responded positively by hiring indoor change agents to train staff members on electronic catalogues and lessons on how to manage change. Other members openly resisted change due to lack of involvement and expressed dissatisfaction with the change program. Such members feel they need to be heard and that their views need be taken into consideration.

On possible solutions to address the challenges faced during implementation of change at the EATTA, most members felt that the way forward should be more consultative forums and proper representation of issues at the sub category level and the board level. Other members expressed the need for more change and involvement of members so as to understand and support change. Continuous sensitization, team building, continuous research and communication are other possible solutions expressed by the members. Other felt that the Association needs to treat all members equally and need to engage skilled change agents who understand the operations of the industry to manage the process of change.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter provides a summary of the findings, conclusions and recommendations on Implementing Change at the East African Tea Trade Association, a Survey of the Kenyan Members perspective. The section will further present the limitations encountered while carrying out this study, the suggested areas for further research and implication on policy and practice. It presents an analysis and discussion of results and will also compare and contrast results with previous research findings identified and discussed earlier by other scholars and authors in the literature review.

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5.2. Summary

The objectives of the study were to determine the Kenyan member's perspective in regard to implementation of change at the East African Tea Trade Association and to establish the challenges in implementing change program. The study involved all the categories of EA TTA Kenyan members namely tea producers, tea buyers/packers, tea brokers and tea warehouses. Data was collected and analyzed under three categories; general information; EATTA Kenyan members' perspective on implementing change; and challenges in implementing change program. The study found 82.5% response rate with all buyer/packer members and broker members responding. 83% of the warehouse members responded and producer category presented the least response at 57%. Most of EATTA members, at least 70% have been members of the association for more than

fifteen years, the implication being that they are knowledgeable in tea dynamics, have a clear understanding of the association and tea industry in general. Majority of the firms are locally owned companies with the largest member category being the tea buyers/packers while the smallest category is that of the tea brokers.

The findings of this study indicated that 85% of EATTA members had a clear understanding about the change program yet close to half of the respondents felt they were not involved in the planning stage. Most businesses were affected by the changes especially the investment in new technology for electronic catalogues, training of personnel and tea sampling tins as well as space. However, the surprising outcome showed that most members were satisfied with the new technology and found the change useful. Most members felt that this type of change would bring more efficiency in communication and exchange of information. Change in tea payment system was similarly favorable to many with approximately 75% of the members happy with the change. Nonetheless, a few members have not subscribed to the new tea payment system to date and are operating under the old system. Results further revealed that close to half of the respondents did not favor change to electronic auction with most of them preferring the old open outcry auction system.

The need for change was clearly evident from the results with most members unanimously accepting that there was need to change albeit gradually by making minimal changes as necessary. Results showed that there was harmony amongst members of different categories with little harmony being felt in the buyer/packer category due to

competition for tea markets. Some of the members expressed satisfaction with managerial capacity at EATTA to implement change while some came out strongly to express that the mandate was with the members and that EATTA management should operate within that scope. The other common factor that members stated was involvement, enhanced communication and consultation to steer the association towards achieving the desired change.

EATTA Kenyan members identified the challenges they encountered during implementation of change with majority of them expressing resistance as a key challenge. Such members indicated that they were reluctant and unwilling to accept change since they were not involved in the process. They felt that the changes at EATTA threatened their existence in business, was expensive and preferred the status quo. However, with passage of time and in consultation with other members and EATTA, they slowly began to accept some of the changes notably tea payment system, electronic catalogues and tea sampling system.

Other noteworthy challenges include lack of involvement in planning and inability to align organisation culture and change. Members felt that the new management did not understand the tea trade adequately and that the existing culture needed to be appreciated without being overlooked. Organisation power and politics was another factor that members highlighted as a challenge. Some conveyed their views of how some members were favored by EATTA and more powerful individuals that were used by EATTA to pass resolutions of major changes at the annual general meeting which affects members.

5.3. Conclusion

The aim of this research was to determine the Kenyan members' perspective on implementation of change and establish the challenges faced during implementation. Literature reviewed indicated that there is need to manage implementation process to achieve the desired change. Creating change awareness and consulting stakeholders was recommended by Carnal (2003) as a crucial starting point in implementing change. Understanding contextual factors of time, scope, preservation, diversity, capability, capacity, readiness, power and culture were advocated for by Balogun and Hailey (2008) as they developed the change kaleidoscope. There is also need to communicate with clarity about change and the vital role played by leadership and change agents was suggested by Burnes (2004).

Implementing change in large organisations such as the East African Tea Trade Association can be a daunting task for management given the complex nature of the organisation and the diverse membership base. In the context of EATTA change program, communication was done by the secretariat about the change and was found that most members had a clear understanding of the change. Nonetheless, lack of involvement during planning led to suspicion among member categories with majority of those not involved, opting to resist change. Although the majority of the members consent that there was need to change, there was a general indication that members preferred the old auction model as opposed to electronic auction. Leading change was seen to be a challenge with most members expressing that the leadership ought to have taken note of existing culture and understand the needs of the broader tea sector.

It was observed that members emphasized on the issue of organisation power and politics where the feeling of members was that there were a few powerful individuals that influenced the management. In that regard some members felt that the change implemented by management may not represent the interests of all members but a few individuals. Therefore outsourcing the change process to external change agents was suggested by a few members.

5.4. Recommendations

Since change is unavoidable in the life of every organisation, it is crucial for management to appreciate and outline the best ways possible to implement such change. Due to the limitations of this study as stated above, it was not possible to conclusively look at all aspects of change at EATTA. Similarly the study only focused on the Kenyan members while change involved all EATTA members in eleven countries. Similar study is recommended to cover other EATTA members to get a clear picture of their perspectives with regard to implementation of change.

The East African Tea Trade Association similarly has a strategy that was developed in 2006. Some elements of EA TTA change program are covered under the strategy document. It is recommended that as the strategy period draws to the end, an evaluation be carried out to establish progress and review the strategy to benefit the tea industry as a whole. EATTA should involve members in charting the way forward and make use of change champions to sell the idea of change to the different member categories especially those resisting change.

5.5. Limitations of the Study

The notable limitation of this study was time constraint. Most of the members needed more time to respond to the questionnaires. Similarly the short time available limited the study to only 30% of the entire population. The other constraint was that quite a number of the members of EATTA were not free to divulge information with regard to change since the change process had affected most of them in one way or another. The researcher had to follow up and reiterate that the information collected was confidential and that respondents would not have their names published in the report. Finding tea producers category to respond to questionnaires was also a challenge since most of them are stationed in the tea highlands far away and this led to a 57% response only from this category. Some respondents were not co-operative and declined to respond to questionnaires. They constituted 17.5% of the sample.

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5.6. Areas for further Research

Further studies should be carried out in other sectors to establish perspectives of various stakeholders in implementing change. It is also suggested that similar study be carried out in comparison with other tea auction centres in the world. Managing change at different tea auctions in the world such as Sri-Lanka and India who are main competitors of EATTA*s Mombasa auction could result in objective comparisons. India has six auction centres namely Kolkata, Siliguri, Guwahati, Conoor, Coimbatore and Chittagong covering both in the north and south India. Studies can also be carried out to establish the impact of electronic auction on different member categories; the tea producers, tea buyers/packers, tea brokers and tea warehouses.

Having drawn the conclusions of this study based on descriptive survey, other methods of research such as in-depth case studies and exploratory studies need be carried out to increase knowledge on successful implementation of change and to construct a valid framework arguably necessary to enable measurement of such success rates in change initiatives. It is therefore through further research that methods of measurement can be developed, designed and tested.

5.7. Implication on Policy, Theory and Practice

Organisations with diverse backgrounds like EATTA need to borrow from the findings of implementing change at the EATTA where a large stakeholder base had to be influenced by the large degree of change. Being able to understand the human aspect in change is crucial in achieving results and may help in speeding up the change process. In essence, building synergies between planning and implementation should be the policy of every organisation to ensure that there is best practice in taking an organisation from present state to desired state of change.

Implication of this study endorsed Balogun and Hailey's significance of contextual factors during implementation of change. Importance of time as crucial factor to change; scope and need to change; preservation of organisation resources and characteristics; diversity and harmony of members; capability of the organisation: capacity of management to lead change; readiness to change; and organisation power and politics and how they impact implementation of change. Kotter's eight step model however, was not replicated fully in practice with only one aspect of the model being experienced. This

was on clarity of the change program and members awareness of the change program. Involvement during planning was however lacking and this to some extent led to resistance with little support towards the change initiatives. EATTA should have commissioned powerful guiding coalitions from each member category notably through the tea producers association, tea buyers association, tea brokers association and tea warehouses association to champion causes for change and to solicit support from entire membership. Other useful practices applied in implementing change were the successful introduction of technological change through training facilities availed to members.

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APPENDICES

APPENDIX 1: RESEARCH QUESTIONNAIRE

PART A: GENERAL INFORMATION

1. What is your Membership Category at East African Tea Trade Association (EATTA)?

Producer Buyer Broker [Q] Packer Warehouse [

2. For how long have you been a member of East African Tea Trade Association?

Less than 5Yrs | |6-10Yrs|—|11-15Yrs •16-20Yrs I I Over 21 Years I

3. How would you describe your firm?

Local _____ Foreign __
Firm I—I Company I—I Multinational I—I Subsidiary '—'

/

PART B: EATTA MEMBER'S PERSPECTIVES ON IMPLEMENTATION OF CHANGE PROGRAM

4. Do you have a clear understanding of the Change Program at EATTA?

Not • Least • • Fairy • Highly •
Clear Clear Clear Clear Clear

5. Was your firm adequately informed about the change program?

N o t Q Least Q [—| Fairy] Highly Q]
Informed Informed Informed Informed Informed

6. Was your firm involved at the initial planning stages of the change program?

Not d] Least • • Fairy • Highly •
Involved Involved Involved Involved Involved

7. To what extend have the changes affected your business?

Not • Least • • Fairy • Highly •
Affected Affected Affected Affected Affected

8. What is your perspective about how the change program has been implemented?

Not [• Least • • Fairy • Highly •
Satisfied Satisfied Satisfied Satisfied Satisfied

9. In the context of EATTA change program, briefly explain your views in regard to the following:-

a) Was there need for change?

b) What degree of change was needed?

c) What organisational resources and characteristic needed to be maintained?

d) How harmonized are the members of your category?

e) What is the managerial capacity of EATTA to implement change?

f) What change resources are available to you? (Skilled Change Agents/ Financial Resources/Training facilities)

g) How ready were you for the change as a member?

h) What power does the change leader have to impose change?

10. Which components of EATTA change program do you consider most useful?

Use a scale of 1-5, where 1 -Not Useful 2-Least Useful. 3- Useful 4-Fairly Useful and 5-Highly Useful

Change in Organisation Structure	1	•	2	•	3	n	4	•	5	n
Change in Leadership	1	•	2	•	3	•	4	•	5	•
Change in Sampling Processes	1	•	2	•	3	•	4	•	5	•
Change in Technology (e-catalogues)	1	•	2	•	3	•	4	•	5	•
Change in Tea Payment System	1	•	2	•	3	•	4	•	5	•
Electronic Auction	1	•	2	•	3	•	4	•	5	•

PART C: CHALLENGES IN IMPLEMENTING CHANGE PROGRAM

11. Which Challenges did you face during implementation of change?

Use a scale of 1 -5, where 1 -Not Agree, 2-Least Agree, 3- Agree, 4-Fairly Agree and 5- Highly Agree

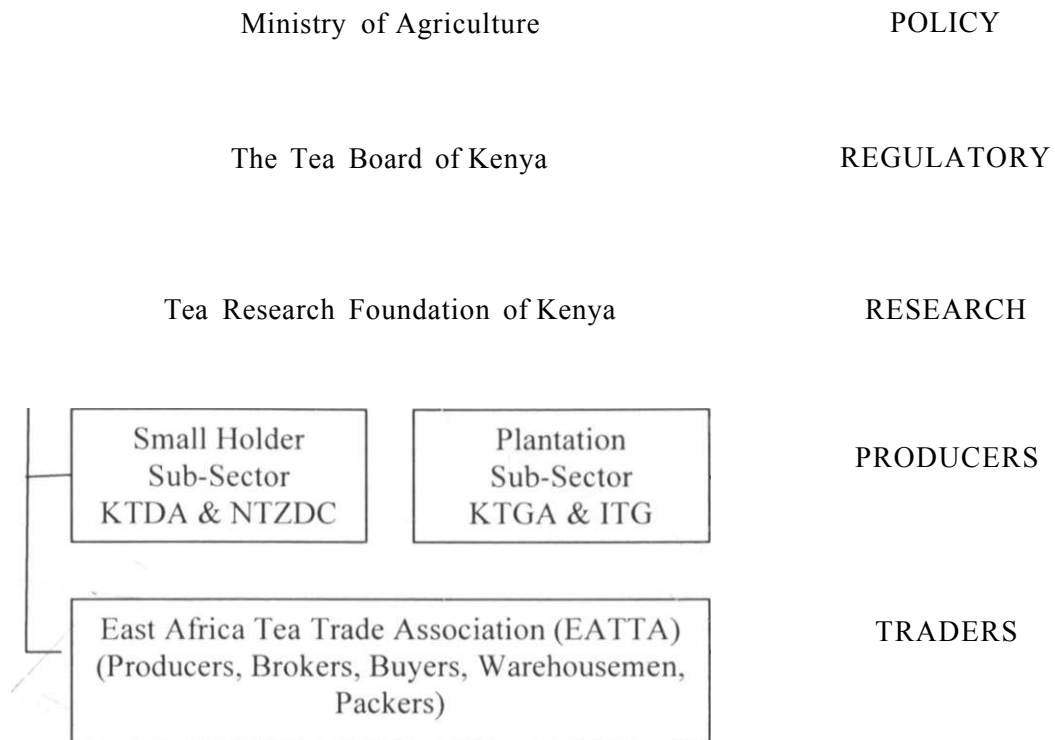
Inadequate communication about the change	i • 2 n 3 • 4 n 5 •
Lack of clarity in the change program	i • 2 a 3 • 4 • 5 •
Lack of involvement in planning	1 • 2 • 3 • 4 • 5 •
New organisation structure	i • 2 a 3 • 4 • 5 •
Poor leadership of Change	1 • 2 • 3 • 4 • 5 •
Organisation power and politics	1 • 2 • 3 • 4 • 5 •
Inability to align organisation culture and change	1 • 2 • 3 • 4 • 5 •
Change of processes	i • 2 n 3 • 4 a 5 •
Incompetent change agents	1 • 2 • 3 • 4 a 5 •
Resistance to change	1 (Z) 2 • 3 • 4 • 5 •
Others (Please specify)	

12. How did you respond to the above challenges?

13. What are the possible solutions to address the challenges you are facing?

Thank you for your response

APPENDIX 2: STRUCTURE OF KENYA'S TEA INDUSTRY



(Source: Tea Board of Kenya, 2007)

APPENDIX 3

EATTA KENYAN MEMBERS LIST

PRODUCER MEMBERS			
		18	Cofftea Agencies Ltd
1	Eastern Produce Kenya Ltd	19	Cropwell Commodities Ltd
2	James Finlay (Kenya) Ltd	20	Devchand Keshavji (Kenya) Ltd
3	Kaisugu Ltd	21	Diamond Tea Exporters (K) Ltd
4	Karirana Estates Ltd	22	El Reza Tea Exports Ltd
5	Kibwari Ltd	23	Gacal Merchants Ltd
6	Kipkebe Ltd	24	Global Tea & Commodities
7	Kapchebet Tea Factory Ltd	25	Gokal Beverages (EPZ) Ltd
8	Kenya Tea Development Agency	26	Gokal Trading (Kenya) Ltd
9	Kiptagich Tea Estate Ltd	27	Green Leaf Trading Co. Ltd
10	Maramba Tea Factory Ltd	28	Highland Taste Ltd
11	Nandi Tea Estates Ltd	29	Hydery (P) Ltd
12	Nyayo Tea Zones Devt. Corporation	30	Imperial Teas (EPZ) Ltd
13	Ngorongo Tea Company Ltd	31	Imperial Teas (Kenya) Ltd
14	Siret Tea Company Ltd	32	Interchoices Products International
15	Sotik Highlands Tea Estate	33	James Finlay (Mombasa)
16	Sotik Tea Company Ltd	34	Janish Tea Ltd
<i>AI</i>	Unilever Tea Kenya Ltd	35	Jawai Tea Ltd
18	Williamson Tea Kenya Ltd	36	Juja Coffee Exporters Ltd
BUYER MEMBERS		37	Ken Elbagara Tea Exporters
1	Abbas Traders Ltd	38	Kentea Girinlin
2	Ace Commodities	39	Kirindo Tea Packers
3	Afribridge Trade Exporters Ltd	40	L.A.B. International (K) Ltd
4	Africa Tea and Coffee Co.Ltd	41	Lindop & Company (Kenya) Ltd
5	Afro Teas Ltd	42	Lipton Ltd
6	Aimco Enterprises	43	Lula Trading Co.
7	Akaba Investments Ltd	44	Lutex Limited
8	A Ianwood Ltd	45	M.J. Clarke Ltd
9	Al-Emir Ltd	46	Maymun Enterprises
10	Alibhai Ramji (Msa) Ltd	47	MB Tea Exporters Ltd.
11	Al-Itihad (1998) Ltd	48	Mombasa Coffee Ltd
12	Almasi Chai Kenya Limited	49	Mombasa Packers Ltd
13	Al-Thyibat Tea	50	Mombasa Tea Traders Ltd
14	Apt Commodities Ltd	51	Newstar Ventures (E.A.) Ltd
15	Black Dew Ltd	52	North Rift Tea Trading
16	Chai Trading Company Limited	53	Oriental Tea Expo Ltd
17	Chamu Supplies	54	Pwani Hauliers

55	Ranfer Teas (Kenya) Ltd	65	Swift Commodities Ltd
56	Rauf Coffee & Tea Exporters Ltd	66	Tanjali Tea Company Ltd
57	Riotana Trading Limited	67	Tea Rose Ltd
58	Sardia International Co. Ltd	68	Trade Circles
59	Sasini Limited	69	Trust Tea Traders Ltd
60	Shakab Imports Exports Co. Ltd	70	Unilever Tea Kenya Ltd
61	Sondhi Trading Ltd	71	Van Rees bv
62	Stansand (Africa) Ltd	72	Peace Business Limited
63	Summer Liners Company Ltd	73	Pangea Trading Company Ltd
64	Suvvad Enterprise Limited	74	Tropical Crops Commodities

BROKER MEMBERS			
1	Africa Tea Brokers Ltd	6	Combok Ltd
2	Anjeli Ltd	7	Prudential Tea Brokers (E.A.) Ltd
3	Bicorn Exim Ltd	8	Savings Tea Brokers Ltd
4	Centreline Tea Brokers Ltd	9	Tea Brokers East Africa Ltd
5	Choice Tea Brokers Ltd	10	Union Tea Brokers Ltd
		11	Venus Tea Brokers Ltd

WAREHOUSE MEMBERS		PACKER MEMBERS	
1	Bahari (T) Company Ltd	1	Al Noor Feisal & Co. Ltd
2	Bryson Express Ltd	2	Gold Crown Beverages (K) Ltd
3	Cargill Kenya Ltd	3	Kapchebet Tea Factory Ltd
4	Chai Trading Company Ltd	4	Kenya Nut Co. Ltd
5	Consolidated (Msa) Ltd	5	Kenya Tea Packers Ltd
6	James Finlay (Mombasa)	6	Maisha Commodities
7	Mbaraki Port Warehouses (K) Ltd	7	Majani Bora Packers Ltd
8	Mitchell Cotts Freight Kenya Ltd	8	Martha's Tea and Coffee Ltd
9	Peerless Tea Services Ltd	9	Najasha Import & Export Co. Ltd
10	Risala Limited	10	New Merin Food Processors E.A.
11	SDV Transami (K) Ltd	11	Royal Tea Ltd
12	SGS Kenya Ltd	12	Sambagi General Traders Ltd
13	Signon Freight Ltd	13	Sasini (K) Limited
14	Tea Warehouses Ltd Mahindi St.	14	Sondhi Trading Ltd
15	Ufanisi Freighters (K) Ltd	15	Tealand Tea Blenders Ltd
16	United (EA) Warehouses Ltd	16	Tower Bridge Tea Company Ltd
17	Transoceanic Project & (K) LTD	17	Neein Tea Packers
		18	Chippendales Kenya Ltd

Source: EATTA Membership List, 2011

APPENDIX 4
EATTA KENYAN MEMBERS BY TEA VOLUMES (JAN-DEC 2010)

PRODUCER MEMBERS			BUYER MEMBERS		
		Tea Vol.			Tea Vol.
1	Eastern Produce Kenya Ltd	11490460.36	25	Gokal Beverages (EPZ) Ltd	786014.00
2	James Finlay (Kenya) Ltd	12771533.72	26	Gokal Trading (Kenya) Ltd	276020.00
3	Kaisugu Ltd	5163739.79	27	Green Leaf Trading Co. Ltd	0.00
4	Karirana Estates Ltd	441 1194.83	28	Highland Taste Ltd	0.00
5	Kibwari Ltd	2010450.17	29	Hydery (P) Ltd	0.00
6	Kipkebe Ltd	19443173.81	30	Imperial Teas (EPZ) Ltd	0.00
7	Kapchebet Tea Factory Ltd	2559380.00	31	Imperial Teas (Kenya) Ltd	1372628.00
8	Kenya Tea Development Agency	196159746.66	32	Interchoices Products Intl.	0.00
9	Kiptagich Tea Estate Ltd	4431719.64	33	James Finlay (Mombasa)	22064681.00
10	Maramba Tea Factory Ltd	4392732.10	34	Janish Tea Ltd	68240.00
11	Nandi Tea Estates Ltd	5140081.03	35	Jawai Tea Ltd	1 19865.00
12	Nyayo Tea Zones Devt. Corp.	0.00	36	Juja Coffee Exporters Ltd	1 1070960.00
13	Ngorongo Tea Company Ltd	2006184.00	37	Ken Elbagara Tea Exporters	8920.00
14	Siret Tea Company Ltd	2236127.92	38	Kentea Girinlin	17404.00
15	Sotik Highlands Tea Estate	3252149.01	39	Kirindo Tea Packers	305055.00
16	Sotik Tea Company Ltd	5255394.54	40	L A B. International (K) Ltd	17375961.00
17	Unilever Tea Kenya Ltd	12919070.56	41	Lindop & Company (Kenya) Ltd	859288.00
18	Williamson Tea Kenya Ltd	0.00	42	Lipton Ltd	62179683.70
			43	Lula Trading Co.	363002.00
			44	Lutex Limited	53428.00
			45	M.J. Clarke Ltd	9882832.00
			46	Maymun Enterprises	107992.00
			47	MB Tea Exporters Ltd.	0.00
			48	Mombasa Coffee Ltd	17601751.00
			49	Mombasa Packers Ltd	0.00
			50	Mombasa Tea Traders Ltd	183916.00
			51	Newstar Ventures (E.A.) Ltd	459940.00
			52	North Rift Tea Trading	0.00
			53	Oriental Tea Expo Ltd	516053.00
			54	Pangea Trading Company Ltd	0.00
			55	Peace Business Limited	0.00
			56	Pwani Hauliers	170384.00
			57	Ranfer Teas (Kenya) Ltd	4444632.00
			58	RaufCoffee & Tea Exporters Ltd	0.00
			59	Riotana Trading Limited	231680.00
			60	Sardia International Co. Ltd	341166.00
			61	Sasini Limited	512928.00
			62	Shakab Imports Exports Co. Ltd	1985451.00
			63	Sondhi Trading Ltd	0.00
			64	Stansand (Africa) Ltd	5994801.00
			65	Summer Liners Company Ltd	199412.00
			66	Suwad Enterprise Limited	107996.00
			67	Swift Commodities Ltd	91536.00
			68	Tanjali Tea Company Ltd	23900.00
			69	Tea Rose Ltd	200628.00

BUYER MEMBERS		
		Tea Vol.
1	Abbas Traders Ltd	3793428.00
2	Ace Commodities	0.00
3	Afribridge Trade Exporters Ltd	75604.00
4	Africa Tea and Coffee Co.Ltd	885763.00
5	Afro Teas Ltd	0.00
6	Aimco Enterprises	57392.00
7	Akaba Investments Ltd	0.00
8	Alanwood Ltd	0.00
9	Al-Emir Ltd	3100491.00
10	Alibhai Ramji (Msa) Ltd	4195037.00
11	Al-Itihad (1998) Ltd	169172.00
12	Almasi Chai Kenya Limited	0.00
13	Al-Thyibat Tea	0.00
14	Apt Commodities Ltd	266438.00
15	Black Dew Ltd	199324.00
16	Chai Trading Company Limited	14117491.00
17	Chamu Supplies	52560.00
18	Cofftea Agencies Ltd	15330178.50
19	Cropwell Commodities Ltd	0.00
20	Devchand Keshavji (Kenya) Ltd	12983011.00
21	Diamond Tea Exporters (K) Ltd	1400.00
22	El Reza Tea Exports Ltd	0.00
23	Gacal Merchants Ltd	65879.00
24	Global Tea & Commodities	23290463.00

	BUYER MEMBERS	Tea Vol.
70	Trade Circles	39767.00
71	Tropical Crops Commodities	12700.00
72	Trust Tea Traders Ltd	216494.00
73	Unilever Tea Kenya Ltd	321708.00
74	Van Rees bv	19915673.00
75	Al Noor Feisal & Co. Ltd	12091.00
76	Gold Crown Beverages (K) Ltd	111987.00
77	Kapchebet Tea Factory Ltd	98019.00
78	Kenya Nut Co. Ltd	2113.00
79	Kenya Tea Packers Ltd	1922001.00
80	Maisha Commodities	78167.00
81	Majani Bora Packers Ltd	1990.00
82	Martha's Tea and Coffee Ltd	0.00
83	Najasha Import & Export Ltd	0.00
84	New Merin Food E.A.	0.00
85	Royal Tea Ltd	1767.00
86	Sambagi General Traders Ltd	0.00
87	Sasini (K) Limited	103211.00
88	Sondhi Trading Ltd	76330.00
89	Tealand Tea Blenders Ltd	10888.00
90	Tower Bridge Tea Company	0.00
91	Neem Tea Packers	0.00
92	Chippendales Kenya Ltd	0.00

	BROKER MEMBERS	Tea Vol.
1	Africa Tea Brokers Ltd	35,792,042.000
2	Anjeli Ltd	20,246,129.000
3	Bicorn Exim Ltd	20,387,810.000

	BROKER MEMBERS	Tea Vol
4	Centreline Tea Brokers Ltd	25,879,225.000
5	Choice Tea Brokers Ltd	20,678,347.000
6	Combok Ltd	39,805,039.000
7	Prudential Tea Brokers Ltd	18,406,875.000
8	Savings Tea Brokers Ltd	6,372,917.750
9	Tea Brokers East Africa Ltd	25,115,895.000
10	Union Tea Brokers Ltd	20,528,705.000
11	Venus Tea Brokers Ltd	26,541,022.500

	WAREHOUSE MEMBERS	Tea Vol.
1	Bahari (T) Company Ltd	3,057,506.00
2	Bryson Express Ltd	-
3	Cargill Kenya Ltd	13,961,039.00
4	Chai Trading Company Ltd	170,779,450.00
5	Consolidated (Msa) Ltd	-
6	James Finlay (Mombasa)	2,594,537.00
7	Mbaraki Port Warehouses Ltd	31,486,610.00
8	Mitchell Cotts Freight (K) Ltd	17,612,606.93
9	Peerless Tea Services Ltd	-
10	Risala Limited	-
11	SDV Transami (K) Ltd	9,343,441.00
12	SGS Kenya Ltd	-
13	Signon Freight Ltd	2,559,537.60
14	Tea Warehouses Ltd Mahindi	-
15	Ufanisi Freighters (K) Ltd	530,036.00
16	United (EA) Warehouses Ltd	4,148,889.20
17	Transoceanic Project K. Ltd	-

Source: EATTA Members Statistics, 2011

APPENDIX 5

LETTER OF INTRODUCTION TO RESPONDENTS

University of Nairobi,
School of Business,
Department of Business Administration.
P. O. BOX 30197
NAIROBI
May 2011

Dear Respondent:

RE: COLLECTION OF SURVEY DATA

I am a postgraduate student at the School of Business, University of Nairobi. In partial fulfillment of the requirement for the award of Master of Business Administration degree, I am undertaking a management research project on **Implementing Change at the East African Tea Trade Association: A Survey of the Kenyan Member's Perspective**.

You have been selected to assist in providing the required information, as your views are considered important in this study. This is to kindly request you to fill the attached questionnaire, which I will collect later.

The information collected will be exclusively used for academic purposes and will be treated with strict confidence. At no time will your company's name appear in the report.

The findings of this research shall be availed to you upon request.

Thanks for your cooperation.

Yours faithfully,

Mercylynate Chepkirui
MBA Student
School of Business
University of Nairobi

Dr. Zachary Awino
Lecturer/ Project Supervisor
School of Business
University of Nairobi